



[INSERT HOUSE OF WORSHIP NAME] EMERGENCY OPERATIONS PLAN TEMPLATE

*The purpose of this document is to outline the process for how
[insert name of house of worship] will prepare, respond to and
recover from emergencies and disasters.*

*"Chance favors the
prepared mind."
— Louis Pasteur*

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Date: July 2015



COCHISE COUNTY
ARIZONA

Dear House of Worship Leaders and Congregants,

Cochise County Office of Emergency Services (OES) takes emergency preparedness very seriously. Every day we work to protect our county and its citizens from disasters, but we can't do it alone. That's why we're asking you – our faith based community – to help us educate and engage those around you in the community and other houses of worship. The materials supplied in this plan will help inform you and your congregants about the relevance of emergency preparedness and empower you and your community to take the necessary steps to protect yourself should an unexpected disaster occur.

Arizona is subject to numerous disasters every year, so the "Preparedness" message is relevant to our state's economy, your house of worship, the future of your congregants and the communities you serve. Together, through awareness, education, and action we can minimize vulnerabilities and ensure the protection of our houses of worship and our congregants.

It is our intent that this document will assist you with the development of your facility emergency operations plan. For additional assistance, you can contact Cochise County Office of Emergency Services at (520) 432-9220.

Sincerely,

Norm Sturm, MS, CEM

Using the Template

1. Why was this Emergency Operations Plan (EOP) Template developed?

This faith based facility emergency operations plan template was created to provide faith-based leaders with a tool to begin assessing facility safety and to serve as a foundation for facility emergency response planning.

2. Where can additional information be found about emergency planning for houses of worship?

More information regarding emergency planning for houses of worship can be obtained through the Cochise County Office of Emergency Services (OES).

3. How to Use the Plan Template

This plan template was written to be **customizable and scaleable** to fit the needs of any house of worship that chooses to use its content. The template is written to provide guidance on emergency response for different scale emergencies or disasters ranging from: **a) less serious, more internal day-to-day emergency** that can occur any time (like a fire, a power outage, a congregant getting sick, equipment failure, etc) or **b) an incident that requires coordination with individuals and organizations outside the four walls of the facility** (i.e. wildfire, severe storms, large-scale, long-term power outage, terrorist threat, etc.) that will require significant coordination.

The template is an all-inclusive document written to be short and concise; it is organized for easy reference and not intended to overwhelm the individuals responsible for facility assessment and EOP development. Additional, more detailed information can be found in the appendix.

The plan writers/developers are encouraged to add or delete information as deemed appropriate. It is expected that modifications will be made to supporting forms and reference materials contained in this plan template.

Throughout the plan, there are Tips, Notes and Suggestions for plan writers/developers that are highlighted in the green and white pattern below (see examples below).

Example-TIPs, Notes, Suggestions: See appendix for entire house of worship facility safety assessment.

The assessment should be completed with the guidance of the building or facility coordinator and should include copies of campus maps and room diagrams. The facility safety assessment and the house of worship demographics forms should be updated at least annually and should be included as part of the finalized emergency operations plan.



Generally, these are tips and notes pointing plan developers to supporting material in the corresponding appendix or suggestions for plan developers to consider. When adapting this plan to meet your local needs, it is expected that these green and white highlighted tips, notes or suggestions will be deleted from the plan, unless the planning team determines they should be kept with appropriate modifications.

In addition, there are several places throughout the plan indicating information to be filled in, [insert name of house of worship]. While this prompt is grey to get plan writers/developers attention, it is expected that plan writers/developers will change the color to black and incorporate the information specific to their house of worship.

4. Where is a good place to start the House of Worship Facility Emergency Operations Planning process?

Thinking about where to begin when developing a facility emergency operations plan can be a daunting task. One of the best ways to start is to work with the facility/building coordinator to complete a facility safety assessment. If conducted correctly, the facility safety assessment will reveal useful information about areas of improvement to enhance facility safety and security. After the facility safety assessment is completed, the next step is to utilize the emergency operations planning process. This process begins with assembling a planning team and including the right people on this team. Team members could include: staff members, paid or volunteer, house of worship leadership, public safety personnel and those actively involved in the house of worship activities. The steps of the emergency operations plan development process are as follows:

Step 1: Form a collaborative planning team (Identify core planning team; engage staff members, public safety personnel, congregants actively involved in house of worship activities, etc.). Consider including congregants with disabilities to gain their perspective on safety considerations.

Step 2: Understand the Situation (Identify Threats and Hazards; Assess Risks, complete the facility safety assessment checklist to identify building locations that may require improvements)

Step 3: Determine Goals and Objectives (Determine operational priorities (especially during worship services; set goals and objectives)

Step 4: Plan Development (Develop and Analyze a Course of Action; Identify Resources; Identify Information Needs)

Step 5: Plan Preparation, Review and Approval (Write the Plan (or consider using an EOP template); Review the Plan; Approve and Disseminate the Plan to the plan team and share with congregants)

Step 6: Plan Implementation and Maintenance (Exercise the Plan, consider conducting a drill; Review the plan annually, Revise and Maintain the Plan)

Signature Page

[*Insert name of house of worship*] mission is to facilitate [*insert house of worship mission here*]
_____. To accomplish this mission, [*insert house of worship name*] must strive to provide a safe and secure place of worship for all congregants. This document provides an overview of how we plan to address a disaster or emergency that may interrupt our [*insert name of house of worship*] community.

This plan has been developed in accordance with guidance provided in:

- Cochise County Local Emergency Operations Plan (LEOP)
- The Arizona Emergency Operations Plan (AEOP)
- FEMA guide: "Comprehensive Preparedness Guide 101," version 2.0
- FEMA guide: "Developing Emergency Operations Plans for Houses of Worship" guide

This plan will be reviewed and updated annually by the Emergency Planning Committee.

[Name of House of Worship]

[House of Worship Leader Signature]

[Emergency Management Team Lead Signature]

[Date]

Glossary

1. **Arizona Department of Emergency and Military Affairs (AZDEMA)**: The state agency responsible for coordinating a multi-agency/organization response to emergencies or disaster within the State of Arizona once the local EMA becomes overwhelmed and requests assistance. AZDEMA coordinates information and resources in support of the local disaster response operations.
2. **Arizona Emergency Operations Plan (AEOP)**: The plan developed by AZDEMA outlining how the state will respond to and recover from emergencies or disasters requiring assistance from the state.
3. **Check out cards**: Cards intended to help make checking minors out of the family reunification area more secure. The information on these cards should include, but are not limited to, the minor's name, age, address, emergency contact, parents/guardian authorized to pick the minor up, special needs, medications/medical needs, and allergies.
4. **Day- to- day operations**: These operations are events or functions that occur at some point during the week at the house of worship and not during normal worship service hours.
5. **Day-to-day disturbances**: Smaller scale incidents that have the potential to occur on a frequent basis and have the potential to render the primary facility uninhabitable.
6. **Disaster**: A calamitous event, especially one occurring suddenly and causing great loss of life, damage, or hardship, as a flood, airplane crash, or business failure.
7. **Emergency**: A sudden, urgent, usually unexpected occurrence or occasion requiring immediate action.
8. **Emergency Management Agency Director**: The individual ultimately responsible for emergency preparedness, planning, response and recovery within their jurisdiction.
9. **Emergency Management Team (EMT)**: The team responsible for coordinating the emergency response that requires coordination with entities outside the four walls of the house of worship.
10. **Emergency Management Team Leader (Incident Coordinator)**: The Emergency Management Team (EMT) Leader/Incident Coordinator (IC) is responsible for overall management of the response to an emergency that reaches a capacity beyond the capabilities of the house of worship leadership team and their support staff. This includes developing incident objectives and managing all incident operations.
11. **Emergency Operations Center**: The physical location where the emergency management agency coordinates information and resources in support of the on-scene disaster response effort.

12. **Facility Safety Assessment**: an assessment conducted by building/facility coordinators to assess the safety and security of a facility.
13. **Faith-based Organizations**: Religious organizations and other charitable organizations affiliated or identified with one or more religious organizations.
14. **Head of Establishment**: The leader of the house of worship, i.e. senior pastor, rabbi, imam, etc.; the individual who is the ultimate decision maker for the house of worship.
15. **House of Worship (HOW)**: Any building where congregations gather for prayer.
16. **House of Worship Leadership Team**: The team of individuals who collectively make decisions on behalf of the house of worship congregation.
17. **Human-Caused Disasters**: Human caused disasters are caused by the intentional actions of an adversary.
18. **Interruption Insurance**: Insurance that can be purchased to substitute for the loss of donations lost from lack of tithing and offering resulting from a significant emergency or disaster impact on the house of worship facility.
19. **Local Emergency Management Agency**: The agency responsible locally for coordinating a multi-departmental response to emergencies or disaster. EMA's coordinate information and resources in support of the disaster response operation.
20. **Local Emergency Operations Plan (LEOP)**: The plan developed by the local emergency management agency outlining how the local jurisdiction will respond to and recover from emergencies or disasters requiring activation of the plan.
21. **Media Liaison (or team)**: The individual (or team) responsible for all media coordination on behalf of the house of worship.
22. **Medical Response Liaison (or team)**: The individual (or team) responsible for leading the emergency medical response at the house of worship.
23. **Natural disasters**: A natural disaster is a major event resulting from natural processes of the Earth. Examples include floods, tornadoes, thunder and lightning storms, and hurricanes.
24. **National Oceanic and Atmospheric Administration (NOAA) Weather Radio**: The NOAA weather radio is a nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather service office. The NOAA weather radio broadcasts official weather service warnings, watches, forecasts, and other hazard information 24 hours a day, 7 days a week.
25. **Non-Operational Hours**: Non-operational hours are times when the house of worship is normally not functioning with their routine daily/weekly activities.
26. **Parent Liaison (or team)**: The individual (or team) responsible for acting as a liaison between the head of the establishment, the emergency management team lead and the parents.

27. **Post-Crisis Orientation**: Post-crisis orientation refers to the introduction of the debriefing period for those who have been involved in the response and/or recovery phases of an emergency. During this time, congregants are able to speak with counselors as well as other volunteers to talk about what they have seen and heard in order to deal with the situation that may pose traumatic for some.
28. **Safety Checks**: Safety checks involve making sure that important devices around the house of worship are functioning properly as well as making sure that all exits are free of any obstructions. Devices to check include: fire alarms, security alarms, fire extinguishers, AEDs, and emergency door locks (used during lockdowns).
29. **Safety Team Liaison (or team)**: The individual (or team) responsible for ensuring the safety of the house of worship facility and congregation.
30. **Special/Functional Needs**: Individuals in need of additional response assistance may include those who have disabilities; who live in institutional settings; who are elderly; who are unaccompanied children; who are from diverse cultures; who have limited English proficiency; or who are non-English speaking; or who lack transportation.
31. **Spotter**: A spotter is a human observer who actively maintains a visual watch of the development and progression of specific weather events while actively relaying important information to their respective local emergency management agency.
32. **Stakeholder**: Stakeholders are people who have a personal interest in the outcome of a policy or protocol in emergency management. Since all citizens are likely to be affected by emergency management policies, this definition implies all citizens are emergency management stakeholders. Private sector groups such as faith-based organizations, nongovernmental organizations, nonprofit organizations, and community based organizations are important resources in emergency management, especially during the response and recovery phases, and therefore are important stakeholders to consider when developing emergency management plans and policies. The organizations listed above as well as others have specializations that can be effectively used if they are included in the development of the community's policies.
33. **Technological Disasters**: Technological disasters occur when there are accidents or failures of systems and structures.

Note: Faith-based organizations are a key component to community health, stability and vitality.

Houses of Worship, such as churches, mosques, synagogues and temples provide invaluable assets in the form of spiritual, human and monetary resources. These resources are used to support programs that address spiritual and social needs. The house of worship facility is instrumental in addressing these needs and is a vital asset to the congregants and the communities served. An interruption to human resources, spiritual resources, monetary resources, or the structure itself could have a devastating impact on a community. To mitigate the potential impacts that emergency and disaster situations can cause, it is imperative that faith based organizations develop **plans, processes, and procedures** for responding to emergencies and disasters. This includes, but is not limited to, assessing facility safety, developing a plan of action and exercising the plan of action.



The following tips should be considered when beginning the planning process:

- Connect with the local emergency management agency (EMA) and local first responders and invite a representative to be part of the planning team.
- Include facility managers, groundskeepers, house of worship leaders and support staff in planning efforts.
- Consider the holidays, cultural celebrations and special events of the faith-based community.
- Consider including other houses of worship within the community in the planning process.

This document is intended to provide a foundation to begin the emergency operations planning process. This template is meant to be **customizable and scalable** to fit the needs of all houses of worship that choose to use it as a guide. The ultimate goal is to ensure the safety and security of the entire house of worship family. Developing a clear, concise facility emergency response plan will assist house of worship leadership with providing the most safe, secure environment possible.

Purpose & Scope

The purpose of this document is to outline the process for how *[insert name of house of worship]* will prepare, respond to and recover from emergency or disaster incidents. This document will cover:

- Facility Safety Assessments
- Congregation Demographics
- Potential Emergencies/Disasters
- Different levels of Emergencies/Disasters
- Roles and Responsibilities
- Response Protocols (for incidents requiring internal and/or external coordination)
- Procedures for specific types of emergency/disaster incidents

Situation Overview

Houses of worship, like *[insert name of house of worship]*, are typically places that provide their members with comfort and inspiration. Most of the congregants who attend (places of worship-i.e., church, mosques, synagogues, temples, etc.) *[insert name of house of worship]* expect to find peace and solace. Unfortunately, disasters and emergencies can strike any place at any time! An emergency or disaster could have devastating long lasting impacts on *[insert name of house of worship]* and *[insert name of community]*. Impacts could include: injury or loss of life, negative emotional impact on congregants, damage or loss of the facility, damage or loss of equipment or furnishings, loss of personal property, loss of revenue or loss of donations. To mitigate the potential impacts on *[insert name of house of worship]* as well as *[insert name of community]*, the *[house of worship leadership team]* developed this plan as a guide for how to address disaster or emergency situations that may impact the facility, the congregants, the leadership or the surrounding community.

Assessment of Existing Operations

To develop an efficient and effective emergency response plan, *[name of house of worship leadership team]* began by reviewing the: **a)** *[insert name of house of worship]* facility safety assessment checklist (Figure 1.0), **b)** the house of worship facility and congregation snapshot form (Figure 2.0) and **c)** the potential threats (Table 1.0) that are most likely to impact the facility, the congregation and the community at large.

The Facility Safety Assessment (Figure 1.0 – located on the Praise & Preparedness website under “Tools”) provided the *[name of house of worship leadership team]* with a thorough understanding of the facility and congregation strengths and weaknesses. The House of Worship Facility and Congregation Snapshot (Figure 2.0 – also located on the Praise & Preparedness website under “Tools”) gave the *[name of house of worship leadership team]* the opportunity to accurately account for all *[insert name of house of worship]* congregants and facility activities. The *[insert name of house of worship]* Specific Threat and Hazards Table (Table 1.0 – located on page 14 of this plan) provided the *[house of worship leadership team]*

with a comprehensive overview of all potential threats and hazards that could impact the [insert name of house of worship] and the surrounding community.

Figure 1.0: Facility Safety Assessment Checklist [see Praise & Preparedness website under “Tools” for editable copy of assessment to add in with plan]

[Insert Name of House of Worship] Facility Safety Assessment Checklist		
Assessment Date: 00/00/0000	Facility Name: [insert name of house of worship]	Primary Contact: [insert name of head of establishment]
Assessor: [Insert Name]	Facility Address: [insert facility address]	Facility Coordinator: [insert name of facility coordinator]
Section A: Organization Profile		
Criteria	Yes/ No/NA	Description/Comments
Facility Capacity		[total including all buildings on campus]
Facility Campus Type		[single building, one story building (s), multi-story, multiple building(s), etc.]
Type of Building Materials		[construction materials: brick, siding, wood, etc.]
Total Number of Buildings		
Names of Each Building on Campus		
Total Number of Floors		[each building]
Approximate Total Square Footage		[each building=total]
Year of Construction		[each building]
Number of Rooms of Each Bldg.		
#of Exits		
Type of Surrounding Community		[urban, suburban, rural]
Are the following pieces of equipment and campus locations checked on a regular basis?	Fire/Life Safety Systems	
	HVAC	
	Fire suppression	
	Fire extinguishers	
	Smoke/Heat Detectors	
	Generators	
	Security Alarm	
	Kitchen	
	Playground	
Were mechanical, custodial and electrical rooms found to be locked?		
Were all chemicals properly stored, labeled and in their original containers?		
Total Number of Congregants		
# of Adult Congregants		
# of Youth Congregants		
# of Staff Members		
# of People with Disabilities		
Average # of Visitors During Worship Services		
Average # of Visitors Daily		

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Figure 2.0: House of Worship Facility & Congregation Snapshot [see *Praise & Preparedness* website under “Tools” for editable copy of assessment to add in with plan]

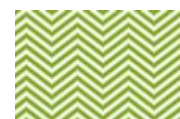
[Insert House of Worship Name] Facility & Congregation Snapshot					
Section A: Contact Information					
Name of House of Worship:			Phone Number:		
Facility Address:			Fax Number:		
Head of Establishment			Facility Coordinator:		
			Website Address:		
Section B: Administrators Names & Positions					
Name:		Name:		Name:	
Position:		Position:		Position:	
Name:		Name:		Name:	
Position:		Position:		Position:	
Section C: Facility Information					
Size & Type Building (per Building)		Congregants & Staff		Rooms	
# of Buildings		# of Children/Youth		# of Interior Rooms	
# of Floors		# of Adults		# of Miscellaneous Rooms	
# of Exits		# of Staff		# of Kitchens	
Type of Structure		# of Individuals with Disabilities		# of Bathrooms	
Approximate Square Footage		# in attendance for largest service of year		# of Rooms-Total	
Maximum Capacity		# of public safety personnel		# of Elevators	
Additional Information		# of congregants present during the week days (average)		Other	
Additional Considerations <ol style="list-style-type: none"> 1. Is the facility used by organizations outside of the house of worship? 2. How often is the facility used by non-members of the house of worship? 3. Is the facility accessible to people with disabilities? 4. How often is the facility used for outreach ministries? 					

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Table 1.0: *[insert name of house of worship]* Specific Threats and Hazards

Day-to-Day Disturbances	Natural	Technological	Human-Caused
Most likely to happen during regular operating hours (i.e. Sunday Services)	Resulting from acts of nature	Involves accidents or the failures of systems and structures	Caused by the intentional actions of an adversary
<ul style="list-style-type: none"> Fires Internal Power Outages Unintentional Equipment Failure Congregant Health Challenges Unintentional Emergencies that suddenly make the facility uninhabitable 	<ul style="list-style-type: none"> Flooding Severe Weather Severe Winter Weather Hurricanes Tornadoes Wildfires Wind Earthquakes Sinkholes Drought 	<ul style="list-style-type: none"> Hazardous Materials Release Utilities Failure Transportation Incidents Structural Collapse Radiological Release Dam Failure Explosions or accidental releases from industrial plants 	<ul style="list-style-type: none"> Missing Child (Kidnapping) Domestic Violence Organized Terrorism Attack Civil Disturbance Cyber Attack Active Shooter Chemical Agent Attack Biological Attack

Suggestion for Plan Writers/Developers: See appendix for entire house of worship facility safety assessment checklist. The assessment should be completed with the guidance of the building or facility coordinator and should include copies of campus maps and room diagrams. The facility safety assessment and the house of worship facility and congregation snapshot should be updated at least annually and should be included as part of the finalized emergency operations plan.



After assessing facility safety, reviewing the facility/congregation snapshot and identifying potential threats, the *[house of worship leadership team]* completed the situation overview by conducting a more in depth analysis of each potential threat subject area: day-to-day operation emergencies, natural disasters, technological disasters and human-caused disasters.

Day-to-Day Disturbances

Day-to-day operational disturbances for the [insert name of house of worship] consist of situations that could occur on a frequent basis and have the potential to render the primary facility uninhabitable. Examples include sudden power outages, congregant health challenges, sudden equipment failure and fires. The [house of worship leadership team] developed the following policies for addressing the impacts of these potential emergencies. The following policies outline the [insert name of house of worship] protocol for facility closings and functions during non-operational hours:

- **House of Worship Closings:** In the event that [insert name of house of worship] must be closed due to an emergency or disaster, the [insert house of worship leadership team] will issue the notice of the closing. If [insert name of house of worship] is expected to be closed prior to normal operating hours, staff should listen to local radio and television broadcasts for updates. However, notifications will also be made via a phone tree to notify all staff that the facility is closed. If the facility is closed during normal operating hours, an announcement will be made to the staff and a hotline telephone message will be made by the [house of worship leadership team] to the regular congregants and staff members.
- **Functions During Non-Operational Hours:** Some functions occur before and/or after normal operating hours of the [insert name of house of worship]. These events typically involve fewer individuals, however, safety of the facility and of the participants is still important to the [house of worship leadership team]. All applicable safety procedures as outlined during normal operating hours are effective during non-operational hours.
**See Reference Appendix pages 8-9 for more information about House of Worship day schools & transportation/trips (functions that can occur outside of normal operating hours).

TIP: Some houses of worship do not have daily activities on a regular basis and many may not even have a regular staff on a day to day basis. However, people will most likely visit the facility at some point during the week illustrating a strong reason to have a plan for events that may occur at the house of worship during non-operational hours. [Daily activities are events or functions that occur at some point during the week. Many times, there are different activities planned from day to day. Staff is identified as anyone who executes duties for the house of worship regularly regarding the administration and running of the house of worship, whether they are paid or volunteer].



Natural Disasters

Natural Disasters/Hazards are characterized as emergencies caused by forces extraneous to man in elements of the natural environment. The [insert name of house of worship] is at risk

for a variety of natural hazards including: *[insert list of potential natural hazards, see list in Table 1.0 – located on page 14 of this plan]*. Natural hazards cannot be managed and are often interrelated. Natural hazards can occur in uninhabited areas and cause no damage to humans or the built environment; however, when a hazard and the built environment intersect, significant damage to developed communities occurs, causing a natural disaster.

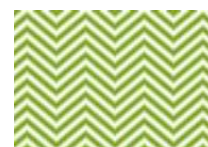
Note: This EOP Template includes a Natural Hazards Annex Template (see Praise & Preparedness website under “Tools”) which addresses planning for specific types of natural hazards: thunderstorms and lightning, tornadoes, floods and flash floods, winter storms, wildfires, hurricanes and earthquakes.



Technological

Technological disasters occur when there are accidents or failures of systems and structures. Examples include: intentional or unintentional breakdown in technological equipment used during normal operations, hazardous material releases, widespread, long-lasting utilities failure, transportation incidents, structural collapse, radiological releases, dam failure, explosions or accidental releases from industrial plants. Based on the size of the *[insert house of worship name]* and the results of the facility assessment, the *[insert name of house of worship]* is potentially at risk for the following technological disasters: *[insert list here]*.

TIP: It is important to remember that all houses of worship are susceptible to emergencies and disasters that can occur on different scales. An example would be a power outage that is experienced within a community for a long period time resulting from a natural hazard like a tornado, versus one that is concentrated within the house of worship facility due to local power company issues. Each type of outage would present challenges to the leadership team and should be addressed to ensure the house of worship facility is habitable and can continue to be used for services.



Human-Caused

Human caused disasters are caused by the intentional actions of an adversary. The *[insert house of worship name]* is at risk for a variety of human caused disasters including: *[insert list of potential human-caused disasters]*.

Note: This EOP Template includes a Human-Caused Disasters Annex Template (see Praise & Preparedness website under “Tools”) which addresses specifics regarding planning for human-caused disaster threats like bomb threats, hostage barricades, missing children(kidnapping), intruders (suspicious person), weapon on campus, active shooter, sexual assault, civil disturbance, injury, illness, suicide and death.



Concept of Operations

Once the [house of worship leadership team] finished the situation overview, the next step was to outline operational procedures. The [house of worship leadership team] began developing the operations protocol by breaking down the responsibility of each player in the emergency response process. This section of the plan covers roles and responsibilities, response protocols and plan activation.

TIP: Most times, several people are involved in emergency preparedness as well as the execution of an emergency operations plan. A well thought-out and rehearsed disaster plan is an excellent starting point for raising the consciousness of the congregation and staff about the reality of life-threatening hazards, while also training them on lifesaving techniques.



Roles & Responsibilities

Identification of roles and responsibilities proved to be a critical step in plan development for the [house of worship leadership team]. This section will cover the different team and individual roles of the various players on the [house of worship emergency planning team]. It will cover all applicable responsibilities for the [insert name of house of worship name], including the [insert roles-house of worship leadership team, staff (paid or volunteer), ushers, deacons, the emergency management team lead (the incident coordinator), the medical response liaison(or team), the safety response liaison (or team), the crisis counseling liaison (or team), the media liaison (or team), parent liaison(or team), the finance liaison (or team) and the building/facility coordinator]. The [house of worship leadership team] recognizes that roles and responsibilities will be based on the scale of the emergency or disaster. A smaller, more internalized emergency will most likely be handled by the leadership team and the regular staff members (paid or volunteer). While a larger event necessitating the need for coordination with external stakeholders will most likely require the emergency management team lead to coordinate response efforts.

House of Worship Leadership Team: The House of Worship Leadership Team consists of the [name of head of the establishment] as well as the designated leaders of [insert name of house of worship]. These leaders include: [list out leadership positions/titles identified-associate ministers, deacons, worship leaders, as well as bible study leaders]. [Name of head of the establishment] has designated the following [insert position name or person] to act as the on-site emergency coordinator. In addition, the [name of head of the establishment] has appointed [crisis counseling liaison] to coordinate crisis counseling activities (this role is explained in detail below). The [house of worship leadership team] is responsible for:

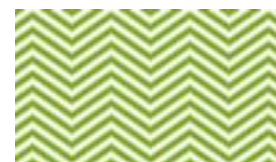
- ✓ Training a small group of staff and/or house of worship leaders in basic emergency action. This includes taking rosters with them if they must be evacuated.
- ✓ Keeping parents and response agencies informed of emergency plans and revisions.
- ✓ Assigning roles of the emergency management team.
- ✓ Utilizing present communication capabilities and integrating future capabilities into the emergency plan.
- ✓ Identifying a specific place evacuation location on campus/off campus for congregants and visitors required to leave the building.
- ✓ Executing periodic safety checks.
- ✓ Inviting emergency personnel to visit the place of worship on a regular basis to alleviate anxiety of membership following a crisis.
- ✓ Designating a staff member to be at the hospital to collect information about injuries and to report the information back to the house of worship
- ✓ Designating a staff member to notify family members of the injured.
- ✓ Designating someone to assist with identifying the injured and the fatalities.
- ✓ Designating sufficient personnel to handle phones.
- ✓ Developing a strategy for post-crisis orientation for staff and congregation. The post-crisis orientation will allow staff and congregation to debrief and get a grip on what occurred with the event.
- ✓ Having a roster giving the names of members who are off campus at [*insert name of house of worship*] related activities.
- ✓ Convening the emergency management team consisting of the individuals who will be leaders in an emergency.
- ✓ Reviewing plans for on-campus and off-campus emergencies.
- ✓ Making notifications to the community about cancellation and re-start of services in the house of worship.
- ✓ Conducting drills and making emergency operations plan revisions based on drills.

Staff: The staff at [*insert name of house of worship*] consists of [*list out the different types of staff-paid staff, volunteer coordinators, ushers, deacons, etc.*]. Staff participation during a day-to-day emergency response will be coordinated through the [*house of worship leadership team*]. Staff will be responsible for:

- ✓ Participating in the development of the EOP and being familiar with all aspects of the plan.
- ✓ Executing duties as outlined in the EOP.

- ✓ Keeping the emergency management team lead informed of day-to-day emergency incidents.
- ✓ Being familiar with all avenues of exit at each building.
- ✓ If exiting a classroom or building, securing the classroom.
- ✓ Accounting for all congregants under their supervision during the crisis. Reporting to the [*house of worship leadership team*] any missing or injured members.
- ✓ Following a prearranged plan of transportation and supervision to appropriate shelters.
- ✓ Teaching emergency/disaster awareness and preparedness by incorporating these materials into existing curriculum.

TIP: Figures 3.0 and 4.0 (see the Direction, Control and Coordination Section of the Plan, also found in the reference appendix) provide examples of different emergency coordination structures that can be used to respond to emergency incidents. Figure 3.0 is an example of a structure for the type of emergencies that may occur on a normal day. Figure 4.0 is an example of an organizational structure that could be used for a larger scale emergency response that may include stakeholders outside of the house of worship. **TIP:** Due to the uncertainty of volunteer availability, house of worship leadership teams should consider identifying individuals who can serve as back-up team members to support emergency support efforts. In addition, it is highly likely that some members of the day-to-day emergency response coordination structure will also be part of the large-scale emergency/disaster response organizational structure.



Emergency Management Team: In addition to the house of worship leadership team and the staff designated to support the house of leadership team, [*insert name of house of worship name*] has also developed an emergency management team which consists of specific positions activated during an emergency response effort that warrants additional coordination that is beyond the capacity of the house of worship leadership team and the support staff. The [*insert name of house of worship*] emergency management team consists of the following positions [*insert position titles- emergency management team lead, incident coordinator, the medical response liaison, the safety response liaison, the crisis counseling liaison, the media coordinator, the parent coordinator, the finance manager and the building coordinator*].

****See the Praise & Preparedness website under “Tools” to obtain the Emergency Management Team and Medical Response Team editable forms.**

When activated, the emergency management team responsibilities include:

Emergency Management Team Lead (Incident Coordinator)

- ✓ Serves as Incident Coordinator

- ✓ Briefs [*house of worship leadership team*] on incident specifics and response operations.
- ✓ Immediately identifies themselves as the emergency management team lead to the appropriate public safety personnel responding to the incident.
- ✓ Remains in close proximity to the incident location (at the facility or as close as possible).
- ✓ Coordinates the emergency response effort.
- ✓ Ensures that necessary notifications are made.
- ✓ Acts as a liaison between the [*insert name of house of worship*] and public safety personnel.
- ✓ Coordinates with all response participants including local fire, police, medical response personnel, etc.
- ✓ Ensures that all team members are assigned duties and understand all emergency procedures.
- ✓ Works with emergency response team members to evaluate the emergency.
- ✓ Ensures proper emergency communication.
- ✓ Delegates needed emergency actions.
- ✓ If requested is prepared to assist county or city emergency responders involved to aid in crowd control and building evacuation.

Building Coordinator (Facility Coordinator)

- ✓ Knows the floor plans of each building and the emergency evacuation procedures for any emergency – medical, fire, tornado, etc.
- ✓ Provides status reports and briefings to the emergency management team lead.
- ✓ Coordinates with the emergency management team lead and the local emergency agency/agencies on evacuations and other emergency actions.
- ✓ Serves as a lead on emergency planning activities and works closely with the emergency management team lead on emergency response coordination.
- ✓ Assists with recruiting emergency management team members.
- ✓ Schedules trainings for the emergency management team.
- ✓ Communicates ongoing and evolving emergency response plans.

Medical Response Liaison (or team)

- ✓ Provides emergency first aid and assistance in line with their training until medical assistance arrives.
- ✓ Immediately identifies themselves as the medical response liaison to any personnel responding to the incident.
- ✓ Assists in triage activities.

- ✓ Conducts a primary assessment of the medical emergencies and reports this assessment to appropriate personnel.

Safety Response Liaison (or team)

- ✓ Building evacuations – responsible for reporting to the incident coordinator that their assigned section has been cleared during an evacuation.
- ✓ Immediately identifies themselves as the safety response liaison to any personnel responding to the incident.
- ✓ Helps to implement and announce lock down/shelter in place procedures
- ✓ Performs other intervention procedures as the situation dictates
- ✓ Works in coordination with the building maintenance/trustees to minimize hazards.
- ✓ If available, maintains hand-held radios to coordinate with emergency management team lead and other team members as deemed appropriate.

Crisis Counseling Liaison (or team)

- ✓ Assesses the need for onsite mental health support.
- ✓ Determines if there is a need for outside agency assistance.
- ✓ Provides onsite intervention/counseling.
- ✓ Manages the well-being of those from the house of worship that are responding to the incident, congregants, and staff and reports it to the [*insert name of head of the establishment*].

Media Liaison (or coordination team)

- ✓ Works with the [*insert house of worship leadership team name*] to develop strategies for addressing media inquiries.
- ✓ Meets the media and communicates a consistent message to be delivered to the community.
- ✓ Coordinates and advises on the preparation of news statement and arranges interviews.

Parent Liaison (or coordination team)

- ✓ Serves as a liaison between parents and the [*insert name of the house of worship leadership team*]
- ✓ Coordinates response to parents who may arrive at the house of worship with inquiries about the incident and the well-being of the children involved.

- ✓ Advises parents of the situation and advises them whether their child was involved in the emergency.
- ✓ After the emergency has been cleared, assists those who wish to take their child home.

Finance Liaison (or team)

- ✓ Tracks resources that may be needed to help house of worship and/or congregants respond and recover from the event
- ✓ Tracks the source (who the resource came from) and use of resources (who used/are using the resources)
- ✓ Acquires ownership of resources
- ✓ Compensates the owners of private property used by the house of worship
- ✓ Maintains recording keeping for possible reimbursement by insurance agencies or a government entity.

Response Protocols

This section outlines [*insert name of house of worship*] specific emergency response protocols including: [*insert applicable response protocols for house of worship- emergency procedures, evacuation protocol, family reunification protocol, media protocol, communication equipment protocol*].

Emergency Procedures: Emergency Procedures explain how the [*insert name of house of worship*] will respond during [*insert applicable emergency procedures -normal operations, operations during impending severe weather, operations during a heightened state of security/preventative lockdown, operations during a heightened state of security that requires evacuations, operations during an actual crisis response protocol and procedures for returning to normal operations*]. The [*house of worship leadership team*] will be the main authority to initiate building lockdown or evacuations. The [*house of worship leadership team*] will designate several key personnel who are authorized to make such decisions. All designees will be made aware of their responsibility and the scope of their authority to act. This section outlines procedures to be performed by the designated individuals when deemed appropriate. Designated individuals will be relieved of such responsibility upon the arrival of the [*house of worship leadership team*] or local emergency responders.

1) Normal Operations (Day-to-Day Activities): Examples of when [*house of worship leadership team*] will conduct normal day-to-day activities include: instructional activities, trips and classes.

Procedure:

- ✓ Continue normal safety measures such as inquiring about suspicious persons, ensuring exits and entrances are secure, etc.
- ✓ Explain evacuation procedures to congregation; teach about safety.

2) Impending Severe Weather: Examples of situations where impending severe weather protocol may be initiated by the [*house of worship leadership team*] include: thunderstorm watch and warnings, tornado watch and warnings, hail storms, high winds, winter weather events, flashfloods, etc.

Procedure:

- ✓ Review the emergency procedures and have them posted in all rooms.
- ✓ Monitor weather bulletins including weather radios, TV and/or radio news broadcasts.
- ✓ Keep staff and congregants informed concerning the weather situation.
- ✓ Activate “spotters” when appropriate. (see glossary for definition of spotter)

3) Heightened State of Security/Preventative Lockdown Protocol: Examples of situations where heightened state of security/preventative lockdown protocol may be initiated: bomb threats, weapons on campus, a major crime or police chase near the house of worship, and civil disturbances that pose a threat to members and staff.

Procedure:

- ✓ The [*house of worship leadership team*] will inform all house of worship staff and congregants that the heightened state of security/preventative lockdown protocol is being implemented by use of the PA system. Personnel in areas without intercom/phone/radio capability will be notified in person by a runner from the [*house of worship leadership team*]. Staff should be briefed through a designee in person or via a written memorandum regarding the situation.
- ✓ If a bomb threat has been verified, all wireless communication should be terminated immediately in the vicinity of the suspected package. The slightest radio signal emitted from a cell phone can detonate a bomb, which is the reason for this recommendation.
- ✓ Children who may be separated from parents at the time of threat should be reunited with them as quickly as possible.
- ✓ If congregants are not in a room at the time the warning is announced, they should proceed to their assigned meeting room. House of worship leaders (including small group leaders) will lock their room doors once the hallways near their rooms are clear of congregants. If leaders observe imminent danger near their room, they should immediately secure their room and notify a [*house of worship name*] staff member of the danger.

- ✓ If no imminent danger has been detected, leaders should brief members that the house of worship has been placed on a heightened security status as a precaution and that no imminent danger has been detected. Congregants should be given instructions as appropriate as to what they should do during the lockdown protocol. House of worship staff not assigned to room duties should follow the house of worship's procedures for limiting access to their workplace. They should also report any suspicious activity to the main office immediately.
- ✓ While the lockdown protocol is in effect, leaders should only open room doors for house of worship staff members unless clearance is obtained from the [*house of worship leadership team*].

4) Heightened State of Security Requiring Evacuation Protocol: Examples of situations where heightened state of security requiring evacuation protocol may be initiated: a bomb threat has been deemed as credible, release of chemicals that adversely affect the health and safety of members or staff; and any other event that requires the evacuation of the building.

Procedure:

- ✓ The [*house of worship leadership team*] will inform all [*insert name of house of worship*] staff that the evacuation protocol is being implemented by use of the PA system. Personnel in areas without intercom/phone/radio capability will be notified in person or via a written message regarding the situation.
- ✓ Congregants should be given instructions as appropriate as to what they should do during this protocol. [*Insert name of house of worship*] staff not assigned to room duties should follow the [*insert name of house of worship's*] procedures for evacuating the building. They should also report any suspicious activity to the [*house of worship leadership team*] immediately.
- ✓ All members and staff shall evacuate the building immediately and proceed to their pre-determined assembly areas outside and away from the building.
- ✓ Once at their assembly areas, leaders should report the status of their members to the [*house of worship leadership team*] and/or appropriate staff member.
- ✓ Staff shall carry a current member roster and emergency contact information with them anytime the building is evacuated to their assembly areas.
- ✓ Children not with their families will not be allowed to leave their assembly areas unless the leader obtains authorization from the [*house of worship leadership team*].
- ✓ If activities are occurring outside, those outside should be warned and informed not to come back inside of the building.
- ✓ Following an evacuation due to a credible bomb threat, no one will enter the building until it has been cleared by law enforcement.

5) Actual Crisis Response Protocol: Examples of situations where actual crisis response protocol may be initiated: shots being fired on or immediately adjacent to the campus, violence on campus, an explosion near but not on the campus, a hostage situation or armed barricaded subject on or immediately adjacent to the campus, natural disasters, hazardous materials incidents, or threats involving weapons of mass destruction which indicate immediate danger, and a civil disturbance that is out of control.

Procedure:

- ✓ [*Head of the establishment*] or his/her designee will announce that the actual crisis response protocol is in effect. Runners may be sent, if it is safe to do so, to ensure that personnel in outside areas are notified.
- ✓ Leaders should brief congregants that the house of worship has been placed on a heightened security status as a response to an apparent crisis. They should advise congregants to remain quiet until more can be learned about the situation. Leaders should then begin calmly and quietly reviewing emergency evacuation procedures with members to prepare them for possible evacuation.
- ✓ Leaders will immediately lock their rooms and advise congregants to move away from doors and windows, and sit on the floor.
- ✓ If they are not in a room at the time the protocol is announced, congregants should proceed to their assigned room. If it appears unsafe to proceed to their room, congregants should proceed to the nearest room. Leaders will lock their doors once the hallways near their room are clear of congregants. If leaders observe imminent danger near their room, they should immediately secure their room and notify [*house of worship leadership team*] and/or the appropriate [*insert name of house of worship*] staff member of the danger as well as 9-1-1.
- ✓ [*Insert name of house of worship*] staff not assigned to room duties should follow their assigned emergency duties.
- ✓ Personnel who are engaged in outdoor activities when the protocol is announced will need to make a prompt determination as to whether it is safer to attempt to enter the building, to take shelter, or to leave the campus to seek shelter in the safest place available. If the decision is made to leave the campus, congregants present should move as quickly as possible. A list of all who are evacuated should be made by the staff member or leader present as soon as it is safe to do so.
- ✓ Congregants should not be instructed to leave the room unless the leader receives instructions from the [*house of worship leadership team*] or emergency responders.
- ✓ Leaders should not open the door to any rooms unless they are instructed to do so by a staff member that they recognize by sight or voice. Emergency response personnel may enter the room by using a master key; otherwise the door will not be opened.

6) Return to Normal Operations: Once danger has passed, the [*house of worship leadership team*] may be able to return the facility to normal operations.

Procedure: The return to normal protocol should be used when-

- ✓ There is no indication that an above normal level of danger exists.
- ✓ Further measures such as evacuation will not be needed.
- ✓ It is possible for the functions of the house of worship to continue.
- ✓ The [*house of worship leadership team*] will announce that the Return to Normal Operations is in effect via [*identify mode- i.e. public address system, word of mouth posting on entrances/exits*].
- ✓ The [*house of worship leadership team*] will make a brief announcement to inform the congregation and staff of the reason the other protocols were utilized.

Evacuation Protocol: When it is necessary to evacuate the building, either a fire alarm, or heightened state of security requiring evacuation protocol using the public address system will signal the evacuation. Evacuation reasons could include: bomb threat, explosion, chemical spill, and any other event that requires the evacuation of the building. This section outlines the different evacuation preparedness, response and family reunification.

1) Preparedness

Before an Evacuation

- ✓ Maps showing the evacuation routes for all locations in the building are posted in each room in the building.
- ✓ A master copy of the evacuation plan is in the [*head of the establishment's*] office and is carried with the [*house of worship leadership team*] during all evacuations.
- ✓ Staff and congregation will be oriented to their specific duties, requirements and responsibilities should an off-campus evacuation become necessary.
- ✓ The public address system will be the primary means of notifying building occupants, when possible. In the event the public address system fails the announcement of an evacuation will be made by a bullhorn, or by other effective means of communication.
- ✓ Consider not removing any bags from the facility during an evacuation due to a bomb threat.
- ✓ Evacuation drills take place on an annual basis.

2) Response

During an Evacuation

- ✓ Leaders should bring their rosters with them, if applicable.

- ✓ Leaders will ensure that all congregants are out of their rooms and adjoining restrooms and workrooms.
- ✓ Groups will proceed to their designated assembly areas. Once there, leaders will make note of members who are not present and furnish those names to house of worship staff members as soon as possible.
- ✓ The first member out will be instructed to hold open the exit door(s) until all persons in the group have evacuated. This procedure is to be continued until the building is clear.
- ✓ Leaders will close, but not lock doors, before they follow their congregants out of the building.
- ✓ Leaders will remain with their group until the [*house of worship leadership team*] sounds an “all clear” signal.
- ✓ Staff members will gather lists of unaccounted persons from staff members to provide to the [*house of worship leadership team*] and emergency response personnel.

Family Reunification Protocol After An Evacuation

- ✓ Parents who are not with their children at the time of an evacuation will be notified by runners, when it is safe, of where they can be reunited with their children.
- ✓ Designated personnel, along with law enforcement, will check the identification of those entering the reunification area and provide them with name tags.
- ✓ Designated personnel, assisted by law enforcement, coordinate the signing out of those in the reunification site. Anyone picking up a child, under the age of 18, must be a verified person on the minor’s check out card authorized to pick up the child.
- ✓ A mental health professional or counselor should be assigned to calm those waiting at the reunification site and distribute information sheets on traumatic stress reactions.
- ✓ Reunited families should be encouraged to leave the reunification site promptly.
- ✓ Those who have not been picked up from the reunification site by a certain time will be taken to a secure area until a family member comes to pick them up. [*Insert house of worship’s name*] media liaison and parent liaison will relay the message to the house of worship community of the new pick up site where family members can pick up their loved ones.

Communications

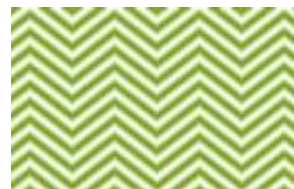
Besides conducting the [*insert name of house of worship*] facility safety assessment, completing the demographics form, assessing potential threats, identifying roles, responsibilities and emergency procedures, the [*house of worship leadership team*] also reviewed methods of communication with internal and external stakeholders. This was a key step in the planning process for the [*house of worship leadership team*]. This section discusses information collection (including emergency alerts and warnings), information dissemination,

communication equipment usage and protocol for dealing with the media during emergencies and disasters.

Information Collection: During an emergency or disaster incident, the [*house of worship leadership team*] expects to collect information in a variety of ways including: [*list out information collection methods, i.e. congregant reports, media alerts, NOAA Weather Radio Alerts, messages from other houses of worship, etc.*]. Below are methods [*insert name of house of worship*] will use for collecting information from various sources during all phases of an emergency:

- ✓ Identify the type of information that will be helpful in the successful implementation of the activities that occur before, during and after an emergency
- ✓ Scan information sources like: weather reports, law enforcement alerts, National Oceanic and Atmospheric Administration (NOAA) radio alerts, crime reports, websites and hotlines for mental health agencies, emergency management agencies, and relief agencies assisting in all aspects of emergency response and recovery.
- ✓ Be prepared to provide answers to the various questions for each of the identified types of information:
 - What is the source of the information?
 - Who analyzes and uses the information?
(ex: head of the house of worship? Emergency management team leader?)
 - How is the information collected and shared? (ex: Is the media coordinator collecting and then sharing to local media outlets? Is the information coming from a NOAA radio or local news broadcast?)
 - What is the format for providing the information to those who will use it?
(ex: Email blasts, if power is still on? Solely using local media outlets?)
 - When should the information be collected and shared?
(ex: as soon as the information can be received? After the event occurs?)

TIP: The National Oceanic and Atmospheric Administration radio is also known as the NOAA Weather radio. NOAA is a nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather Service office. National Weather Radio broadcasts official weather service warnings, watches, forecasts, and other hazard information 24 hours a day, 7 days a week.



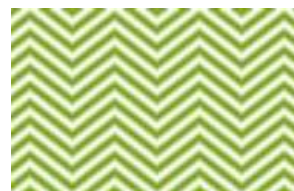
Information Dissemination

In order to establish effective communication during an emergency incident, [insert name of house of worship] will collect all information relevant to the persons and events involved in the emergency and disseminate appropriate information to all parties involved. Information will be shared with parents, families, law enforcement agencies, medical service agencies, print and electronic media representatives and the general community. By effectively managing communication, [insert name of house of worship] intends to provide necessary services to its members and staff, and to the families of those persons affected by the emergency or disaster situation. It is expected that effective collection and dissemination of information will minimize problems caused by unfounded rumors.

To address inquiries from the media, [insert name of house of worship] will follow the following Media Specific Protocol-

- ✓ [House of worship media liaison] or designated staff member will be responsible for working with the media. All media requests will be directed through the [house of worship leadership team or the emergency management team lead].
- ✓ As soon after an emergency as is reasonably possible, the [house of worship leadership team] will meet to establish relevant position statements on topics about which the media have questions.
- ✓ Screen interview requests for children under the age of 18 and ensure parent permission for interviewing has been attained.
- ✓ A list of local media will be kept on hand so the community can quickly be informed of the event that has taken place. Examples include: radio stations, television stations, and newspapers.

TIP: The communication equipment needs vary between each house of worship. Since houses of worship are different sizes, there will be different communication needs and requirements. The following items are recommended for consideration:



- At least two telephone lines with published numbers.
- At least one data line attached via modem to the house of worship's computer.
- Walkie-talkies for all staff members.
- A bullhorn that recharges its batteries when not in use.
- Intercom systems with member-initiated call capabilities from each classroom.
- An emergency communication kit that will contain an abundant supply of batteries (all appropriate sizes), a list of all house of worship and family telephone numbers, BBS numbers, FAX numbers and others.

- A current backup copy of all computer files (on diskette format or zip drive that can be loaded immediately into a portable computer).

Direction, Control, and Coordination

This section describes [insert name of house of worship's] framework for all direction, control and coordination activities. It explains who provides overall direction control and coordination of the incident and which congregants are responsible for supporting the [house of worship leadership team]. This section:

1. Describes the chain of command used by [insert name of house of worship].
2. Describes the relationship between the house of worship's plan and the broader community's emergency management system (see Figure 5.0).

TIP: Figures 3.0 and 4.0 provide examples of different organizational structures that can be used in response to emergency incidents. Figure 3.0 is an example of a structure for the type of emergencies that may occur on a normal day within the house of worship. Figure 4.0 is an example of an organizational structure that could be used for larger scale emergency response that may include stakeholders outside of the house of worship (i.e. local public safety personnel). Figure 5.0: Disaster Incident Coordination Chart outlines the process for managing an incident that would require coordination of multiple departments through a local emergency management agency.

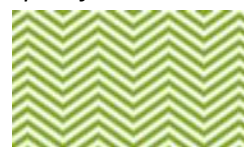


Figure 3.0: (Example)-Day-to-Day Operations Emergency Coordination Structure

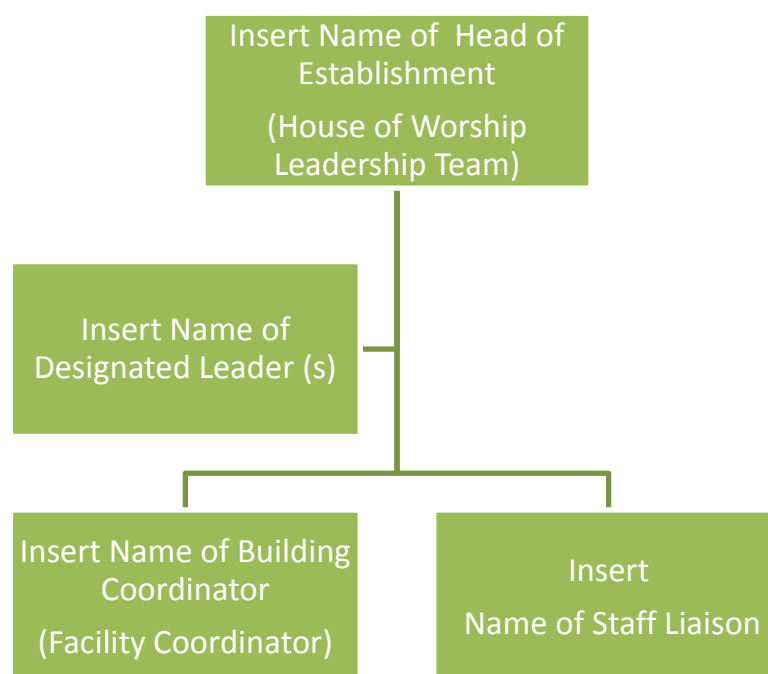


Figure 4.0: (Example) Large-Scale Emergency Coordination Structure

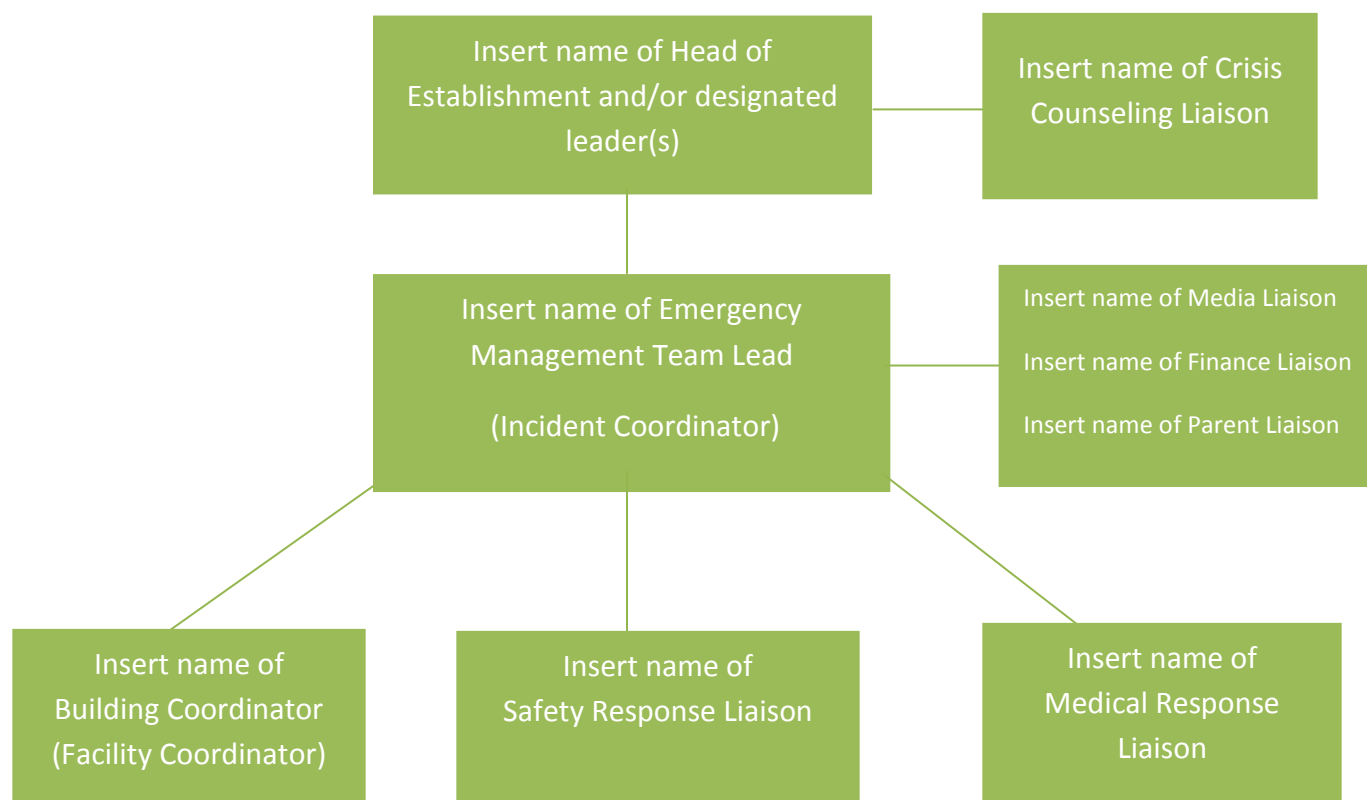
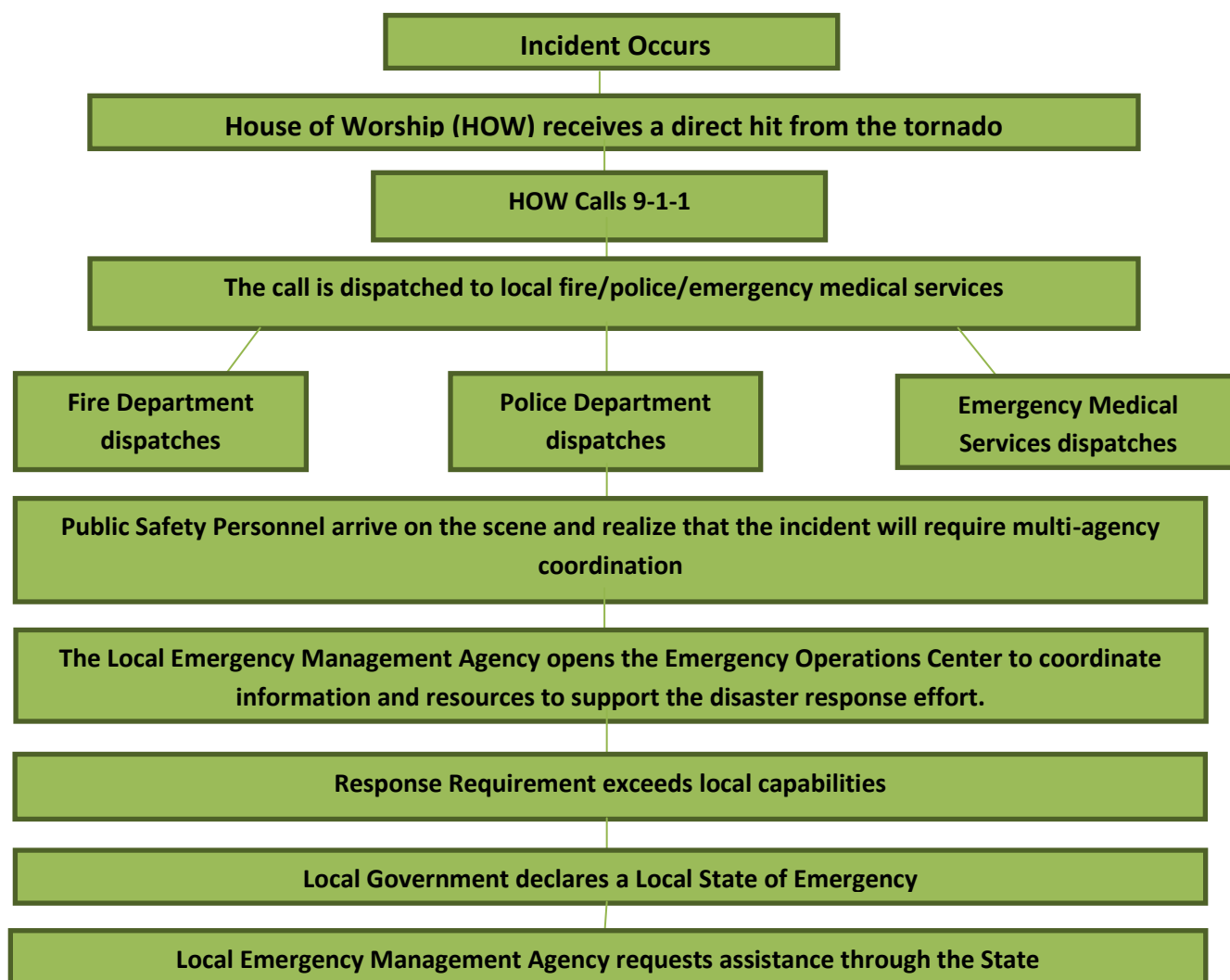


Figure 5.0: (Example) Tornado Disaster Coordination Chart (*see Reference Appendix for full chart*)



Administration, Finance and Logistics

In the event of an emergency or disaster incident at [*insert house of worship name*], the [*house of worship leadership team lead*] will be responsible for identifying additional resources to meet the needs. This section covers general support requirements and the availability of services and support for all types of incidents, as well as general policies for managing resources. This section also identifies and references policies and procedures that exist outside of this plan. This section outlines each action regarding the administration and management of an emergency or disaster at [*insert name of house of worship*]:

- The [*finance liaison*] will be the individual who will be in charge of administrative responsibilities and requirements that will be used to provide accountability for finances and resources that are used.
- The [*insert name of house of worship*] will use [*indicate method for tracking key activities, i.e. word, excel, a scanner etc.*] as the method by which accurate logs of key activities will be maintained. (Examples of activities to maintain include when a lockdown, evacuation, reunification, protocol goes into effect, when a message goes out to the community about the event that occurred, when the last child is picked up from the reunification site)
- [*Insert house of worship name*] will use [*indicate method for maintaining vital records, i.e. database, QuickBooks access, hard copies stored in predetermined location etc.*] as the method for maintaining vital records.
- [*Insert name of house of worship*] will use the following sources [*insert type of sources here, i.e. interruption insurance, tithes and offerings, emergency fund, etc.*] for replacement of assets.
**See the *Additional Resources Appendix* for more information about interruption insurance pages 4-5.
- [*Insert house of worship name*] will use the following methods [*insert type of sources here,*] for keeping financial records: tracking resource needs; tracking the source and use of resources; acquiring ownership of resources; and compensating the owners of private property used by the house of worship.

Plan Review and Maintenance

The [*house of worship leadership team*] shall approve this plan and review the facility safety assessment, the demographics form and emergency plan [*insert how often, quarterly, annually*] and present for formal approval to the [*head of the establishment*].

Each major element of the plan: Purpose & Scope; Situation Overview, Concept of Operations, Communications, Direction, Control and Coordination and Administration, Finance and

Logistics, the *[house of worship leadership team]* will be presented to *[insert who the EOP will be presented to, i.e. key team members, stakeholders, congregation, etc.]*.

Exercising the Plan

The *[house of worship leadership team]* will practice this plan *[insert how frequently the plan will be exercised, quarterly, annually, every two years]* to ensure all stakeholders are aware of the plan and understand their role. The *[house of worship leadership team]* may choose from several different types of exercises to practice the facility emergency operations plan. Below are descriptions of the different types of exercises, the *[house of worship leadership team name]* may choose to conduct:

- **Tabletop exercises** are small group discussions that walk through a scenario and the courses of action a house of worship will need to take before, during, and after an incident. This activity helps assess the plan and resources and facilitates an understanding of emergency management and planning concepts.
- During **drills**, local emergency management officials, community partners, and relevant house of worship personnel use the actual house of worship grounds and buildings to practice responding to a scenario.
- **Functional exercises** are similar to drills, but involve multiple partners. Participants react to realistic simulated events (ex: a bomb threat, or an intruder with a gun), and implement the plan and procedures using the Incident Command System (see the glossary).
- **Full-scale exercises** are the most time-consuming activity in the exercise continuum and are multiagency, multi-jurisdiction efforts in which resources are deployed. This type of exercise tests collaboration among the agencies and participants, public information systems, communications systems, and equipment. An emergency operations center is established (usually by the local emergency management agency) and the Incident Command System is activated.

****See Reference Appendix pages 4-5 for a complete drill checklist.**

[Insert name of house of worship] will make a decision about how many and which types of exercises to conduct after consideration of the costs and benefits. *[Insert name of house of worship]* will also consider having representative(s) participate in larger community exercises to ensure that efforts are synchronized with the entire community's efforts.

The *[house of worship leadership team]* will take the following steps to conduct the exercises effectively:

- ✓ Include local emergency management officials and community partners

- ✓ Communicate information in advance to avoid confusion and concern
- ✓ Exercise under different and non-ideal conditions (ex: time of day, weather)
- ✓ Debrief and develop an after-action report that evaluates results; identifies gaps or shortfalls; and document lessons learned
- ✓ Discuss how the plan and procedures will be modified, if needed, and specify who has the responsibility for modifying the plan.

Authorities and References

Many authorities guided the development of this House of Worship Emergency Operations plan. This section provides the legal basis for emergency operations and includes:

- Lists of laws [*insert sources used*]
- Statutes [*insert sources used*]
- Ordinances [*insert sources used*]
- Executive Orders [*insert sources used*]
- Regulations [*insert sources used*]
- Formal agreements relevant to emergencies in the community [*insert sources used*]

APPENDICES [*include potential appendices as deemed appropriate*]

Critical Information

- Facility Safety Assessment
- House of Worship Facility & Congregation Snapshot
- Emergency Management Team Form
- Medical Response Team Form
- Relocation Sites/Staging Areas

Reference Appendix

- Example Day-to-Day Operations Emergency Operations Coordination – page 1
- Example Large-Scale Emergency Coordination – page 2
- Disaster Incident Coordination – page 3
- Drill Checklist – pages 4-5
- Fire Exit Routes & Evacuation Assembly Areas – page 6
- Emergency & Medical Equipment Location Plan – page 7
- House of Worship Day School – page 8
- Transportation & Trips – page 9
- Bomb Threat Checklist – page 10

Additional Resources Appendix

- The Emergency Management Process – page 1
- Awareness/Education Program – pages 2-3
- Interruption Insurance Information – pages 4-5
- Communication Boards (For those with Language Barriers) – pages 6-7